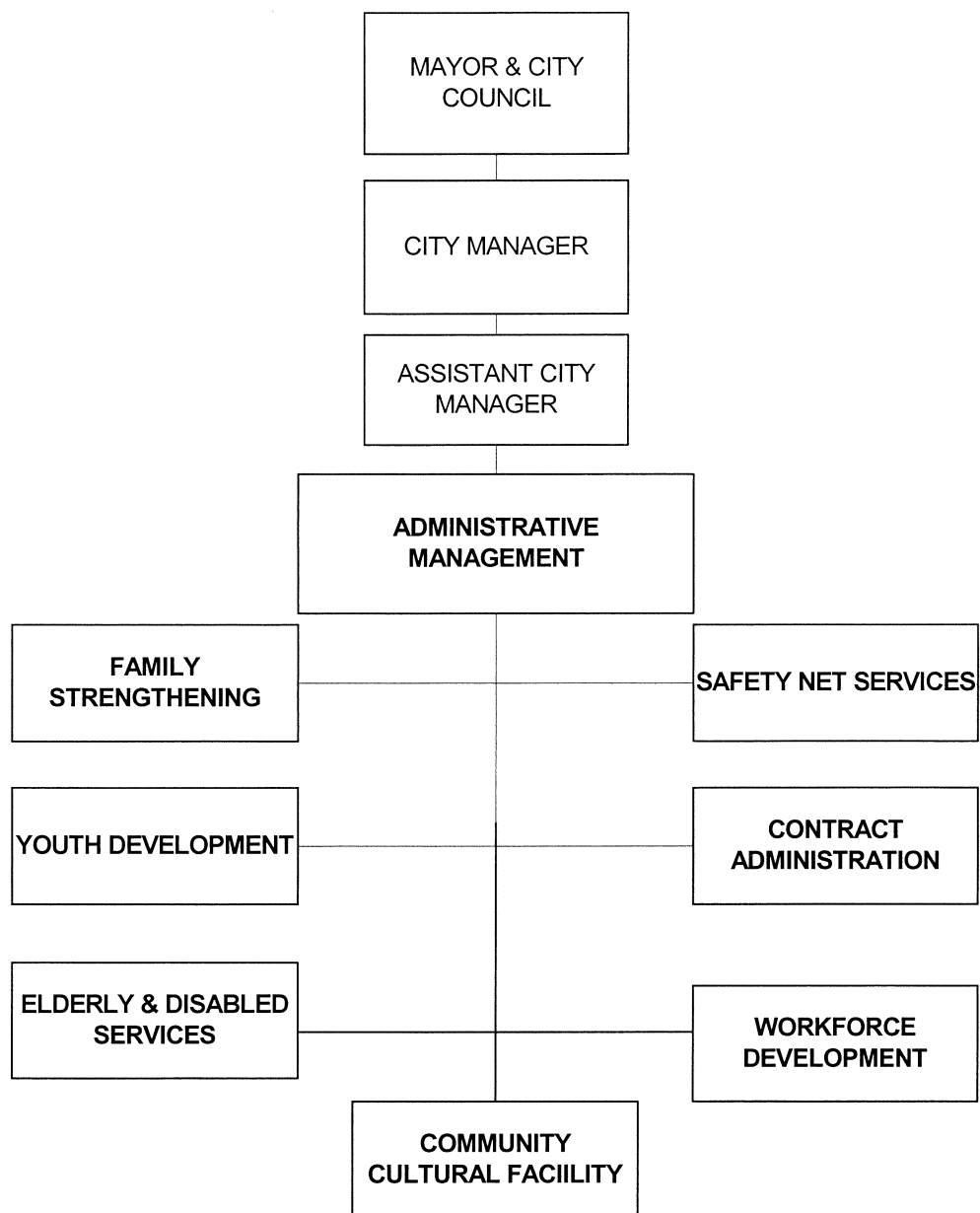


# COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	204.40	\$11,922,638
Categorical Grants	409.00	110,203,701
Community Development Block Grant	6.00	371,313
Capital Projects	0.00	1,803,000
Delegate Agencies	0.00	7,633,720
<b>Total Funding</b>	<b>619.40</b>	<b>\$131,934,372</b>

**MISSION STATEMENT**

***The Department of Community Initiatives will promote economic self-sufficiency, advance family strengthening, and enhance the quality of life for families, seniors, and individuals in our community by coordinating resources, fostering partnerships, and providing efficient and effective services.***

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**PROGRAM INFORMATION**

The Department of Community Initiatives (DCI) develops, coordinates and invests in comprehensive family strengthening and human development strategies. These strategies serve to raise the education and skill level of San Antonio's workforce, promote family economic success and contribute to the quality of community life. In this role, DCI serves as a steward of public and private funds, a service provider, a funder, and a facilitator of comprehensive and coordinated human services. Additionally, DCI collaborates with both internal and external organizations and establishes strategic partnerships that further the City's human development goals. These formal partnerships leverage resources and provide for a high level of program accountability and service coordination.

Further, DCI coordinated initiatives afford adults and families comprehensive services that facilitate family economic success. These services include school readiness, youth development, literacy, higher education scholarships, targeted industry job training and comprehensive supports including childcare and intensive case management. The Family Economic Success Program (FESP) strives to improve the quality of life by assisting residents to become financially literate and informed consumers. FESP services include the Volunteer Income Tax Assistance (VITA) program, financial literacy, Individual Development Account (IDA), banking services and anti-predatory lending education. DCI also provides safety net services including emergency and homeless assistance. DCI uses nutrition, personal attendant, and transportation services for senior and disabled residents as a primary strategy to promote their independence and engage them in reweaving the social fabric of their neighborhoods. DCI staffs the following Commissions and Boards: Community Action Advisory Board; Commission for Children and Families; Literacy Commission; Youth Commission; and the Joint City/County Commission for the Elderly. The Department also staffs the Office of Elderly Affairs and conducts planning, coordination and policy development on matters affecting the quality of life for the elderly.

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**GOALS & OBJECTIVES**

The DCI has four overarching goals that have been established to accomplish the Department's stated mission. The Department provides for:

- ◆ Family Strengthening
- ◆ Youth Development
- ◆ Elderly and Disabled Services
- ◆ Workforce Development
- ◆ Community Safety Net

To support these goals, specific strategic objectives have been developed for the following purposes:

- ◆ To provide comprehensive community based family strengthening services that impact the well being of the entire family.
- ◆ To create strategic partnerships with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital and sustaining a community safety net.
- ◆ To enable low income working individuals and families to access free tax and other financial services and encourage personal asset building through individual development accounts.
- ◆ To assist individuals and families to avoid fringe financial services and predatory lending through financial literacy and connections to a network of reputable financial services.
- ◆ To transition individuals and families to economic self-sufficiency by raising their education and skill level through literacy, job training, comprehensive case management and child care assistance.

**GOALS & OBJECTIVES CONTINUED**

- ◆ To establish and monitor Family Strengthening, Human Development and Safety Net benchmarks, performance standards and outcomes for the community and report on these indicators semi-annually.
- ◆ To ensure all children receive high quality early childhood education through school readiness initiatives, parental involvement or quality early childhood centers.
- ◆ To promote youth development through early intervention, education, higher education scholarships and job training opportunities.
- ◆ To enable the elderly and disabled to maintain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement.

**BALANCED SCORECARD**

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	<b>Enhance Workforce Development System</b>					
	Transition families to a livable income by raising their education and skill level	DCI Participants Obtaining Employment at or Above \$8.75 Per Hour <sup>1</sup>	729	773	985	1,124
		DCI Participants Obtaining Transitional Employment Below \$8.75 Per Hour	1,383	1,182	2,355	2,317
		DCI Participants in Higher Education, Skill or Long-Term Job Training <sup>1</sup>	3,534	3,637	4,192	4,064
	Ensure families are economically secure	No. of Individual Development Account (IDA) Participants	274	537	660	560
		No. of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA) <sup>2,3</sup>	9,537	4,000	15,200	4,000
		% of Annual Income Returned to Low-Income Taxpayers via VITA	10.0%	9.0%	9.0%	9.0%
		No. of DCI Participants Receiving Financial Literacy Training	N/A	N/A	2,677	2,340
	Promote access to high quality early childhood education and school readiness initiatives	Avg. of Monthly Children in Care	16,702	14,285	15,966	15,248
		Total No. and Percentage of CCDS Vendors that are Texas Rising Star Certified	139/47%	155/53%	110/38%	86/30%
		% of Children in Kindergarten Readiness Program Displaying Mastery Skills	80%	85%	82%	85%

# COMMUNITY INITIATIVES

# GENERAL FUND

## BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	Total No. and Percentage of Youth Services Participants Completing Character Development/Life Skills Training <sup>4</sup>	2,573/35%	3,942/49%	3,267/45%	3,619/49%
		% of SAEP Seniors Graduating High School	90%	95%	95%	95%
	<b>Improve Customer Service</b>					
	Provide comprehensive, community based family strengthening services	No. of Participants Served by DCI's Direct Program and Contract Investments (duplicated)	210,180	193,493	235,043	225,657
		Total No. of Community Locations with DCI Investments <sup>5</sup>	781	896	870	861
	Invest in existing community organizations for the provision of human development services	% of Operations Funding Managed through Contracts with Other Agencies/Organizations	78%	76%	77%	77%
	<b>Expand Recreation and Cultural Services</b>					
	Increase the number of individuals participating in cultural offerings	No. of Individuals (Duplicated) Participating in Carver Community Cultural Center Events/Activities <sup>6</sup>	11,025	10,822	14,469	13,550
	<b>Provide for the Safety and Welfare of San Antonio</b>					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	No. of Meals Served to Seniors	894,287	986,580	947,117	971,074

**BALANCED SCORECARD CONTINUED**

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
<b>Customer</b>	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	% of Senior Population Participating in DCI Programs <sup>7</sup>	17.3%	16.7%	19.7%	21.1%
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Families Receiving Emergency Services <sup>8</sup>	8,642	8,085	25,824	25,288
		% of Children in Poverty 0 – 5 Receiving Child Care Assistance Through the City	39%	36%	37%	35%
	<b>Leverage Other funding Sources</b>					
	Leverage funded programs to create additional community value	\$ Value of Youth Community Service Hours to the Community <sup>9</sup>	\$244,511 37,617 hrs	\$283,731 43,651 hrs	\$281,404 43,293 hrs	\$285,376 43,904 hrs
		\$ Value of Elderly Community Service Hours to the Community <sup>9</sup>	\$1,067,038 164,180 hrs	\$1,308,32 201,280 hrs	\$1,269,073 195,242 hrs	\$1,814,032 207,318 hrs
		Dollars Into Community Through VITA (in Millions)	\$13.0	\$4.0	\$22.3	\$34.0
		Tax Preparation Fees Saved and Returned to Community	\$715,000	\$414,000	\$1.57 M	\$2.4 M
		% of Budget from Outside Funding Sources	87%	86%	86%	86%
<b>Internal Processes</b>	<b>Improve Development Process</b>					
	Ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored	999	1,860	1,200	1,200
		% of Contracts/Agreements Meeting Contract/ Performance Requirements	N/A	98%	99%	99%

**BALANCED SCORECARD CONTINUED**

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
<b>Employee Learning &amp; Growth</b>	<b>Improve Employee Services</b>					
	Assist staff to improve self through professional development training	Total No. of Staff Receiving Financial Literacy or Professional Development Training	95	360	333	290
	<b>Improve Information Technology Service Delivery</b>					
	Develop and maintain a technologically effective and efficient department	% of Staff Demonstrating Computer Literacy	73%	85%	85%	88%

**EXPLANATORY INFORMATION**

- <sup>1</sup> Includes SAEP collage graduates, Literacy Services, Better Careers/GED participants, Youth Opportunities Program, Success and Independence, Dwyer Center, and Project Quest job placements.
- <sup>2</sup> Baseline value for FY 2004 Revised and FY 2005 Adopted assumes that no Human Development Services Fund or additional financial support is provided.
- <sup>3</sup> The measure was not an adopted measure for FY 2004, but was tracked by the Department.
- <sup>4</sup> Included participants in the Youth Opportunity Program and Youth Services Division
- <sup>5</sup> Duplicated count. Facilities housing more than one program are counted for each program.
- <sup>6</sup> Increased percent due to outsourcing of Homemaker Program in FY 2005.
- <sup>7</sup> Baseline value for FY 2004 Revised and FY 2005 Adopted assumes no Human Development Services Fund or additional financial support is provided.
- <sup>8</sup> Emergency Services include Community Action and Youth Opportunity assistance with utility bills, rent or mortgage payments, food, temporary housing and similar financial assistance. Also, includes assistance via Hunger and Homelessness Programs, and the Water Meter Discount Affordability Program.
- <sup>9</sup> Based on FY 2005 wage of \$6.50 per hour for youth and \$8.75 per hour for seniors.

**PROGRAM CHANGES****♦ REDUCTION****\$258,427*****MODIFY CURRENT ALLOCATION TO THE SAN ANTONIO EDUCATION PARTNERSHIP FOUNDATION***

This **reduction** will result in a decrease to the annual allocation to the San Antonio Education Partnership Foundation without a reduction in the number of available scholarships. Savings will be achieved by modifying the current allocation from pre-funding an eight semesters or five-year period to the proposed method of a funding only the current academic year. This recurring reduction will result in savings of \$255,746 in FY 2005.

***REDUCE OVERTIME BUDGET***

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Community Initiatives Department will be able to reduce their overtime budget by ten percent, or a total of \$2,681 in FY 2005.

**♦ IMPROVEMENTS****\$1,246,486*****ADD ONE CONTRACT SERVICES POSITION***

This **improvement** will add one, full-time Contract Services position to support contract monitoring and compliance. This position will be utilized to support the coordination of contracts, procurements, and the Human development Services Funds (HDSF). The Department contracts 80% of its budget to outside organizations and issues multiple Requests for Proposals (RFP) annually including the Consolidated Human Development Services Request for Proposal. In FY 2005, The Department will manage over 1,900 contracts and vendor agreements. The total cost for this improvement in FY 2005, with nine months funding will be \$59,182.

***IMPROVEMENTS RESULTING FROM THE REDIRECTION OF HUMAN DEVELOPMENT SERVICES FUNDS***

The budget includes the redirection of \$890,000 in Human Development Services Funds (HDSF) to a number of new initiatives:

- \$141,000 in funding for the Volunteer Income Tax Assistance Program (VITA). Funding will enable DCI to increase the number of qualified taxpayers that will receive VITA services. This improvement will increase the number of tax returns prepared from 4,000 to 23,000 per year and the dollars saved by taxpayers from \$414,000 to \$2,380,500.
- \$135,000 in funding for the creation of an Ambassador Scholarship Program. The program will provide a stipend for a summer internship for 25 students attending college locally and 50 attending institutions in other cities.
- \$384,828 in funding to extend the San Antonio Education Partnership to three additional high schools. This improvement will fund a total of three full-time advisor positions at Clark, Churchill, and Madison High Schools.
- \$30,000 in funding for the Senior Resource Center Project within the Office of Elderly Affairs. This improvement will add funding for research and staff education that will positively affect policies and programs designed to improve the quality of life for seniors in San Antonio.
- \$199,172 of the total \$297,304 Hunger & Homelessness Initiative described below.

**PROGRAM CHANGES CONTINUED**
**HUNGER & HOMELESSNESS INITIATIVE**

This **improvement** supports the City's lead on issues of hunger and homelessness. There are three components to this effort. First, the City was awarded a grant which, requires a cash match, and leverages a four to one return from HUD. This effort supports projects assisting the homeless with employment, housing and re-integration. Second, the Dwyer Avenue Transitional Housing Program will be transferred to Kelly, thus freeing space at the Dwyer to use for emergency family shelter units. It is estimated additional funds are necessary in order to manage the existing resources of \$34,000 allocated in the 2004 Hunger and Homeless one time award, \$35,000 in Emergency Shelter Grant funds and \$85,443 in Supportive Housing Program operational funding of this initiative. Finally, the improvement proposes to provide funds to fill a Special Projects Coordinator position. This position will serve to coordinate information and data. The total cost of this improvement in FY 2005 totals \$297,304.

**♦ MANDATES**
**\$227,846**
**CARVER CIVIC CENTER COMPLEX**

This **mandate** will add one full-time Technical Systems Supervisor for a cost of \$39,444 and associated operational expenses for a cost of \$82,534. The Carver Civic Center closed in 2000 to undergo repair for stabilization. The Center will re-open in September 2004. This mandate will result in a total cost of \$121,978 in FY 2005. The full year cost in FY 2006 will total \$82,534.

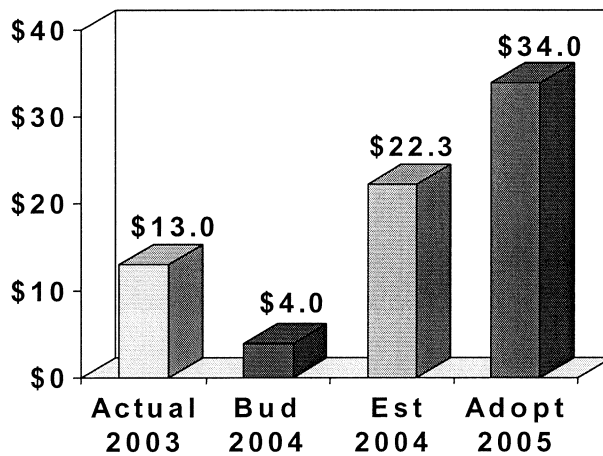
**VICTOR J. FERRARI LEARNING LEADERSHIP DEVELOPMENT CENTER**

This **mandate** reflects the one-time and recurring costs associated with staffing and operating the Victor J. Ferrari Regional Learning Leadership Development Center. This center is scheduled to open in April 2005. Staffing and associated costs will be funded at nine and three months respectively in FY 2005 and FY 2006. Costs include the addition of one, full-time Literacy Program Coordinator, two, full-time Assistant Program Coordinators, and one, full-time Secretary I. This mandate results in a total cost of \$105,868 in FY 2005. The second year cost in FY 2006 totals \$211,736.

**GENERAL FUND EXPENDITURES BY CHARACTER**

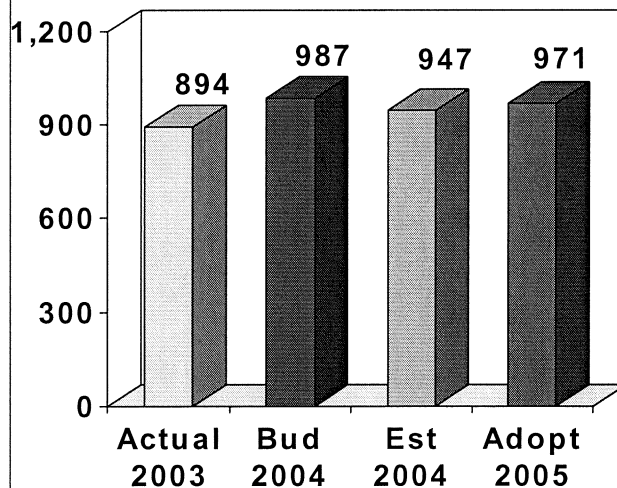
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$7,196,137	\$7,433,936	\$7,490,060	\$7,966,240
CONTRACTUAL SERVICES	2,837,848	2,719,473	2,640,948	3,434,140
COMMODITIES	140,567	78,985	104,055	109,046
OTHER EXPENDITURES	321,436	444,517	439,842	406,903
CAPITAL OUTLAY	17,369	19,656	19,655	6,309
<b>TOTAL EXPENDITURES</b>	<b>\$10,513,357</b>	<b>\$10,696,567</b>	<b>\$10,694,560</b>	<b>\$11,922,638</b>
 AUTHORIZED POSITIONS	 200	 199	 199	 205
FULL-TIME EQUIVILANTS	199.40	198.40	198.40	204.40

## DOLLARS RETURNED TO WORKERS THROUGH VOLUNTEER INCOME TAX ASSISTANCE (In Millions)



✓ The 53% increase from the FY 2004 Estimated to the FY 2005 Adopted will be achieved through redirecting \$141,000 from the General Fund to the Volunteer Income Tax Assistance (VITA) Program.

## NO. OF MEALS SERVED TO SENIORS (In Thousands)



✓ The 3% increase in meals served from the FY 2004 Estimate to the FY 2005 Adopted is due to increased vendor capacity and opening eight new centers.

# COMMUNITY INITIATIVES

# GRANT SUMMARY

Below is a comprehensive listing of the grant expected by the Department of Community Initiatives in FY 2004 - 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
<b>Community Cultural Facility</b>					
Carver Community Cultural Center	\$0	\$0	\$245,025	\$0	\$245,025
<b>Elderly &amp; Disabled Services</b>					
Comprehensive Nutrition Project	0	1,477,740	2,642,580	235,500	4,355,820
Supportive Services for the Elderly Project	0	275,250	140,987	5,000	421,237
<b>Family Strengthening</b>					
Annie E. Casey Making Connections Project	0	0	0	179,305	179,305
Child Care Delivery System	0	32,399,208	1,200,000	0	33,599,208
Head Start Early Childhood Development	45,104,728	0	0	11,276,181	56,380,909
Individual Development Account I	20,000	0	20,000	0	40,000
Individual Development Account II	180,000	0	20,000	160,000	360,000
<b>Safety Net Services</b>					
Community Services Block Grant	0	1,788,296	0	0	1,788,296
City Public Service – (WARM)	0	0	0	573,266	573,266
Emergency Food & Shelter Program	128,478	0	0	0	128,478
Emergency Shelter Grant	648,078	0	0	648,078	1,296,156
Fair Housing Program	214,313	0	0	0	214,313
Housing Counseling	76,937	0	0	0	76,937
Housing Opportunities for Persons with AIDS	1,027,000	0	0	0	1,027,000
Predatory Lending Counseling	39,176	0	0	0	39,176
Utilities Assistance Program	0	0	0	478,090	478,090
2003 Supportive Housing Program	2,541,439	0	0	0	2,541,439
2002 Supportive Housing Program –ECHOES	1,770,495	0	0	0	1,770,495
2001 Supportive Housing Program – Dwyer Avenue Ctr.	162,479	0	0	0	162,479
2001 Supportive Housing Program – CHOICE	1,030,973	0	0	0	1,030,973
<b>Workforce Development</b>					
Community Technology Centers & Academic Enrichment Program	0	0	0	267,813	267,813
English Literacy / Civics Education Program	0	101,500	0	0	101,500
<b>Youth Development</b>					
Juvenile Accountability Incentive Block Grant	0	345,848	38,428	0	384,276
San Antonio Education Partnership	0	0	0	186,180	186,180
Youth Opportunity Program	2,555,330	0	0	0	2,555,330
<b>TOTAL</b>	<b>\$55,499,426</b>	<b>\$36,387,842</b>	<b>\$4,307,020</b>	<b>\$14,009,413</b>	<b>\$110,203,701</b>

# COMMUNITY INITIATIVES

## CARVER COMMUNITY CULTURAL CENTER

### PROGRAM INFORMATION:

The Carver Center is an arts-presenting organization that offers season productions and exhibits for cultural edification. The organizational support grant provides general overall support of the Carver Center and its programs. This grant program covers the period of 10/01/04 through 9/30/05. The Carver Center's building repair and stabilization project is projected to be completed by August 2004 and it is anticipated that the venue will become available for rental use by October 2004.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Carver Facilities	2	2	3
Funds Allocated for Event Marketing	\$114,208	\$60,000	\$43,480
<b>Output:</b>			
No. of Cultural Events Conducted	30	24	25
No. of Community Bookings Achieved for Little Carver	124	250	260
No. of Individuals Provided Cultural Events	11,025	14,395	12,851
<b>Efficiency:</b>			
Avg. Attendance per Event Conducted	368	600	514
Avg. Revenue per Event Conducted	\$3,866	\$6,062	\$5,642
<b>Effectiveness:</b>			
% of Tickets Sold vs. Ticket Goal	70%	94%	85%

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
CITY – Carver Development Board	\$237,398	\$235,839	\$245,025
<b>TOTAL FUNDING</b>	<b>\$237,398</b>	<b>\$235,839</b>	<b>\$245,025</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$227,608	\$229,876	\$239,055
CONTRACTUAL SERVICES	7,040	3,463	3,470
COMMODITIES	2,750	2,500	2,500
<b>TOTAL EXPENDITURES</b>	<b>\$237,398</b>	<b>\$235,839</b>	<b>\$245,025</b>
<b>AUTHORIZED POSITIONS</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>FULL-TIME EQUIVALENT</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

# COMMUNITY INITIATIVES

## COMPREHENSIVE NUTRITION PROJECT

### PROGRAM INFORMATION

The Comprehensive Nutrition Project (CNP) provides elderly persons, 60 years and older, and their spouses with a nutritionally balanced noon meal in either a congregate setting or a homebound delivery service five days a week. The 64 congregate centers provide an opportunity for seniors to socialize and participate in extracurricular activities such as nutrition education, field trips, dances, exercise classes and volunteer opportunities. (This grant program covers the period of 10/01/04 through 09/30/05.)

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Volunteers	1,452	1,360	1,380
No. of Sites	56	66	68
<b>Output:</b>			
No. of Meals Served to Seniors in a Congregate Setting	705,300	757,694	700,434
No. of Home-Delivered Meals to Seniors	189,527	189,423	164,299
No. of Unduplicated Elderly Served	7,149	7,531	6,693
<b>Efficiency:</b>			
Avg. Cost of Each Meal Provided	\$5.20	\$4.95	\$5.04
Avg. Seniors Served Daily	3,428	3,615	3,313
Avg. Hours Worked Per Volunteer	142	144	148
No. of Volunteer Hours Generated	207,192	196,231	201,280
<b>Effectiveness:</b>			
% of Elderly Satisfied with Nutrition Program <sup>1</sup>	92%	95%	95%
% of Senior Population Served by CNP <sup>2</sup>	3.75%	3.96%	3.51%

### EXPLANATORY INFORMATION

<sup>1</sup> Satisfaction level is based on results of FY 2004 Annual CNP Participant Survey.

<sup>2</sup> Senior population served is based on 2000 Census senior population in Bexar County of 190,394.

# COMMUNITY INITIATIVES

## COMPREHENSIVE NUTRITION PROJECT

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### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
CITY – General Fund	\$2,642,580	\$2,642,580	\$2,642,580
STATE – AACOG Title III	1,781,977	1,825,797	1,477,740
OTHER – SBC Foundation	6,500	0	0
OTHER – Program Income	226,314	221,000	235,500
<b>TOTAL FUNDING</b>	<b>\$4,657,371</b>	<b>\$4,689,377</b>	<b>\$4,355,820</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$1,026,017	\$1,159,579	\$1,173,388
CONTRACTUAL SERVICES	3,193,529	3,346,205	2,998,839
COMMODITIES	233,785	170,243	170,243
OTHER EXPENDITURES	13,350	13,350	13,350
CAPITAL OUTLAY	190,690	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,657,371</b>	<b>\$4,689,377</b>	<b>\$4,355,820</b>
<b>AUTHORIZED POSITIONS</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>FULL-TIME EQUIVALENT</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>

# COMMUNITY INITIATIVES

## SUPPORTIVE SERVICES FOR THE ELDERLY PROJECT

### PROGRAM INFORMATION

The Supportive Services for the Elderly Project (SSEP) provides specialized door to door transportation services to persons, 60 years and older, within San Antonio and Bexar County, to medical, Social Security, food stamp and legal assistance appointments, to grocery stores, and to the bank. Persons in life-threatening situations, such as kidney dialysis and cancer, receive the highest priority. All other appointments are on a first come, first serve basis. Services are free, but donations from clients are encouraged. There is a contribution from the City's General Fund to support the program. This grant program covers the period of 10/01/04 through 09/30/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Vehicles <sup>1</sup>	12	12	12
No. of Staff (FTE)	9	9	9
<b>Output:</b>			
No. of Individuals Provided Transportation	1,788	1,418	1,751
One-Way Transportation Trips <sup>2</sup>	17,988	15,702	17,511
<b>Efficiency:</b>			
Avg. Unit Cost Of One-Way Transportation Trips Provided <sup>3</sup>	\$22.22	\$26.68	\$ 24.05
Avg. Unit Cost Of One-Way Fare Of Private Companies <sup>4</sup>	\$42.17	\$43.99	\$45.31
<b>Effectiveness:</b>			
% Of Clients Satisfied with Transportation Program <sup>5</sup>	98%	96%	96%

### EXPLANATORY INFORMATION

<sup>1</sup> Number of vehicle decreases as older vehicles are replaced with larger capacity vehicles.

<sup>2</sup> Trips made in 2003-2004 decreased due to 182 service days lost to chauffeur's medical disabilities (116 days) and vacancies (66 days) which equate to approximately 2,179 one-way trips.

<sup>3</sup> The estimated cost per trip excludes capital outlay expenditures.

<sup>4</sup> Average Unit Cost of One-Way Fare by Le Fleur Transportation

<sup>5</sup> Transportation Customer Services Survey results reported quarterly.

# **COMMUNITY INITIATIVES** **SUPPORTIVE SERVICES FOR THE ELDERLY PROJECT**

## **FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	<b>Actual 2002-2003</b>	<b>Authorized 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>FUNDING SOURCES</b>			
CITY – General Fund	\$140,987	\$140,987	\$140,987
STATE – AACOG	276,755	367,676	275,250
FEDERAL – TXDOT	14,646	0	0
OTHER – Program Income	6,948	5,600	5,000
<b>TOTAL FUNDING</b>	<b>\$439,336</b>	<b>\$514,263</b>	<b>\$421,237</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$224,376	\$255,443	\$287,224
CONTRACTUAL SERVICES	111,659	139,653	80,382
COMMODITIES	55,739	95,650	46,431
OTHER EXPENDITURES	7,900	7,900	7,200
CAPITAL OUTLAY	39,662	15,617	0
<b>TOTAL EXPENDITURES</b>	<b>\$439,336</b>	<b>\$514,263</b>	<b>\$421,237</b>
<b>AUTHORIZED POSITIONS</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>FULL-TIME EQUIVALENT</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# COMMUNITY INITIATIVES

## ANNIE E. CASEY MAKING CONNECTIONS PROJECT

### PROGRAM INFORMATION

The Annie E. Casey Foundation, Making Connections Initiative has provided funding since 2002 to expand the capacity of the Department to facilitate economic opportunities through wealth building and asset protection for West Side residents. These funds partially support implementation of the City's Family Economic Success Initiative, which includes Volunteer Income Tax Assistance (VITA), Families Save Individual Development Account Program (IDA), and financial literacy. In addition, this grant has contributed to the development of the San Antonio Coalition for Family Economic Progress (SACFEP).

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of VITA Sites	12	16	6
<b>Output:</b>			
No. of Taxpayers Served through COSA VITA Sites	9,657	15,200	4,000
No. of Taxpayers Served through all SACFEP Sites	15,244	19,300	8,100
No. of Participants Provided Financial Literacy Training	N/A	289	160
<b>Efficiency:</b>			
% of Annual Income Returned to Low-Income Taxpayers	10%	9%	9%
<b>Effectiveness:</b>			
Dollars Returned to the Community Through COSA VITA sites	\$12,700,000	\$22,000,000	\$4,000,000
Dollars Returned to the Community through all SACFEP sites	\$21,900,000	\$29,100,000	\$11,100,000
Dollars Saved in Tax Preparation and RAL fees	\$2,550,000	\$4,000,000	\$1,089,855

### EXPLANATORY INFORMATION

<sup>1</sup> Adopted FY 2005 at baseline level assuming no HDSF or additional financial support.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
OTHER – Annie E. Casey Foundation	\$94,750	\$146,529	\$179,305
<b>TOTAL FUNDING</b>	<b>\$94,750</b>	<b>\$146,529</b>	<b>\$179,305</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$42,250	\$58,679	\$114,705
CONTRACTUAL SERVICES	7,500	25,000	30,000
COMMODITIES	0	0	7,100
OTHER EXPENDITURES – IDA Match	45,000	62,850	20,000
CAPITAL OUTLAY	0	0	7,500
<b>TOTAL EXPENDITURES</b>	<b>\$94,750</b>	<b>\$146,529</b>	<b>\$179,305</b>
<b>AUTHORIZED POSITIONS</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>FULL-TIME EQUIVALENT</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>

## COMMUNITY INITIATIVES CHILD CARE DELIVERY SYSTEM

### PROGRAM INFORMATION

The Child Care Delivery System (CCDS) program provides child care subsidies to qualified families residing in the Alamo Workforce Development Area, which includes the City of San Antonio, Bexar County, and eleven rural surrounding counties. DCI provides overall coordination, client services, fiscal management, vendor management and conducts provider training to become Texas Rising Star (TRS) certified. The program also provides qualified clients with eligibility and certification services, counseling on the selection of quality child care, and referrals to all participating child care facilities from which parents can select their appropriate care needs. DCI also conducts the Kinder Readiness Project to teach children basic skills identified by the Kinder Readiness Guidelines (KRG)

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Community Locations	555	564	564
<b>Output:</b>			
No. of Children Provided child care (Average Daily)	9,861	9,617	9,421
No. of Children Trained who Mastered KRG Skills	535	864	899
No. of Providers Certified as Texas Rising Star Through DCI	139	110	86
<b>Efficiency:</b>			
Avg. Cost of Care per Child	\$4,219	\$3,878	\$3,415
<b>Effectiveness:</b>			
% of Contract Performance Requirements Attained <sup>1</sup>	106%	105%	103%
% of Children in poverty under 5 years of age Provided Care <sup>2</sup>	19%	18%	18%
% of Children Mastering KRG	80%	82%	85%

### EXPLANATORY INFORMATION

<sup>1</sup> Reflects the actual number of children provided care vs. the contracted performance measure requirement.

<sup>2</sup> Based on Census 2000 Supplemental Survey (CSS) data with a percentage growth of 1.09% for each year.

# **COMMUNITY INITIATIVES      CHILD CARE DELIVERY SYSTEM**

## **FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
CITY – Transfers required as a cash match	\$1,200,000	\$1,200,000	\$1,200,000
STATE – Alamo Workforce Development	43,669,898	37,961,244	32,399,208
<b>TOTAL FUNDING</b>	<b>\$44,869,898</b>	<b>\$39,161,244</b>	<b>\$33,599,208</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$3,623,161	\$3,456,069	\$2,918,567
CONTRACTUAL SERVICES	39,610,268	34,013,221	29,594,301
COMMODITIES	161,304	38,703	8,553
OTHER EXPENDITURES	938,377	166,321	31,158
CAPITAL OUTLAY	199,898	350	0
SUBGRANTING	0	1,140,152	700,201
INDIRECT COSTS	336,890	346,428	346,428
<b>TOTAL EXPENDITURES</b>	<b>\$44,869,898</b>	<b>\$39,161,244</b>	<b>\$33,599,208</b>
<b>AUTHORIZED POSITIONS *</b>	<b>210</b>	<b>203</b>	<b>172</b>
<b>FULL-TIME EQUIVALENT</b>	<b>206.00</b>	<b>198.00</b>	<b>168.00</b>

\* Decrease in funding for Authorized FY 2003-2004 and Adopted FY 2004-2005 has and will result in a decrease in staff.

# COMMUNITY INITIATIVES

## HEAD START EARLY CHILDHOOD DEVELOPMENT

### PROGRAM INFORMATION

The City of San Antonio Department of Community Initiatives is the grantee for the San Antonio/Bexar County Head Start program funded by the U.S. Department of Health and Human Services. The Head Start program provides services to low-income, pre-school children (ages 3 to mandatory school age), and their families. A minimum of ten percent of the children served have some type of disability. The program provides comprehensive services to children and their families including childcare, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The Head Start funding cycle and fiscal year is February to January.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Community Locations	83	88	88
<b>Output:</b>			
Avg. No. of Children Provided Child Care Monthly	6,283	6,232	6,314
No. of Health Services/Screenings Provided	32,577	36,047	36,732
No. of 3 <sup>rd</sup> Progress Reports Completed	2,820	3,000	3,000
<b>Efficiency:</b>			
Avg. Cost of Care per Child	\$8,919	\$8,989	\$8,930
<b>Effectiveness:</b>			
% of Eligible Children in poverty 3 - 4 years of Age Receiving Care <sup>1</sup>	47%	47%	47%

### EXPLANATORY INFORMATION

<sup>1</sup> Projected avg. monthly Head Start children in care for FY 2005 is based at 93% attainment of Federal mandatory requirement of 6,789 for children in care.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL – U.S. Dept. of Health & Human Svcs.	\$45,119,927	\$45,104,728	\$45,104,728
OTHER – In-Kind	11,279,982	11,276,181	11,276,181
<b>TOTAL FUNDING</b>	<b>\$56,399,909</b>	<b>\$56,380,909</b>	<b>\$56,380,909</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$296,814	\$426,814	\$426,814
CONTRACTUAL SERVICES	27,475	37,475	37,475
COMMODITIES	11,043	21,043	21,043
CAPITAL OUTLAY	27,500	27,500	27,500
SUBGRANTING	56,037,077	55,868,077	55,868,077
<b>TOTAL EXPENDITURES</b>	<b>\$56,399,909</b>	<b>\$56,380,909</b>	<b>\$56,380,909</b>
<b>AUTHORIZED POSITIONS</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>FULL-TIME EQUIVALENT</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>

# COMMUNITY INITIATIVES

## INDIVIDUAL DEVELOPMENT ACCOUNT I

### PROGRAM INFORMATION

The City of San Antonio, through the Department of Community Initiatives' Family Economic Success Program (FESP), is contracted by the U. S. Department of Labor (DOL) to operate the Individual Development Account (IDA) program. The IDA program is a directed, matched savings program for lower income working individuals and families who live in the Edgewood Independent School District Neighborhood. Participants must be at or below the U.S. Department of Health and Human Services (HHS) 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City that establishes scheduled savings goals from earned income, to be matched at a four-to-one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes and if purchasing a home must attend a Homeowners Class. The grant period for this program is from 11/1/00 to 9/29/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
Local Match	\$20,000	\$20,000	\$20,000
Funds Generated by Match	\$20,000	\$20,000	\$20,000
<b>Output:</b>			
No. of IDA Participants Enrolled Through DCI	48	58	50
No. of Participants Provided Financial Literacy Classes <sup>1</sup>	48	12	0
<b>Efficiency:</b>			
Avg. of Yearly Personal Savings per Participant	\$375	\$375	\$375
<b>Effectiveness:</b>			
No. of Participants Successfully Completing Program <sup>2</sup>			
- For Education	1	3	25
- For Home Ownership	8	9	20
- For Micro Enterprise	5	7	11

### EXPLANATORY INFORMATION

<sup>1</sup> The grant is expected to be at capacity by the end of FY 2004.

<sup>2</sup> Typical participant requires two years to achieve savings goal.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
CITY – Transfers required as a cash match	\$20,000	\$20,000	\$20,000
FEDERAL – U.S. Department of Labor	20,000	20,000	20,000
<b>TOTAL FUNDING</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>EXPENDITURES</b>			
CONTRACTUAL SERVICES	\$3,800	\$3,800	\$3,800
OTHER EXPENDITURES	36,200	36,200	36,200
<b>TOTAL EXPENDITURES</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>AUTHORIZED POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FULL-TIME EQUIVALENT</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## COMMUNITY INITIATIVES

### INDIVIDUAL DEVELOPMENT ACCOUNT II

#### PROGRAM INFORMATION

The City of San Antonio, through the Department of Community Initiatives' Family Economic Success Program (FESP), is contracted by the U. S. Department of Health and Human Services (HHS) to operate the Individual Development Account (IDA) program. The IDA program is a directed, matched savings program for low income working individuals and families who live in the City of San Antonio. Participants must be at or below HHS 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City of San Antonio that establishes a schedule and goal of savings from earned income, to be matched at a four-to-one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes, and if purchasing a home, must attend a Homeowner's Class. All classes are conducted by City staff at one of several existing City locations. The grant period for this program is from 9/20/01 through 9/29/06.

#### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
Local Match	\$180,000	\$180,000	\$180,000
Funds Generated by Match	\$180,000	\$180,000	\$180,000
<b>Output:</b>			
No. of IDA Participants Enrolled Through DCI	89	240	496
No. of Participants Provided Financial Literacy Classes	89	151	256
<b>Efficiency:</b>			
Avg. Yearly Personal Savings per Participant	\$375	\$375	\$375
<b>Effectiveness:</b>			
No. of Participants Successfully Completing Program <sup>1</sup>			
- For Education	0	14	63
- For Home Ownership	0	5	182
- For Micro Enterprise	0	1	5

#### EXPLANATORY INFORMATION

<sup>1</sup> A typical participant requires two years to achieve savings goal.

**COMMUNITY INITIATIVES****INDIVIDUAL DEVELOPMENT ACCOUNT II****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	<b>Actual 2002-2003</b>	<b>Authorized 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>FUNDING SOURCES</b>			
CITY – Transfers required as a cash match	\$20,000	\$65,000	\$20,000
FEDERAL – U.S. Department of Health and Human Services	180,000	180,000	180,000
OTHER –			
Annie E. Casey Foundation	110,000	8,000	72,000
Citicorp	50,000	50,000	50,000
Frost National Bank	0	10,000	0
Goodwill Industry	0	5,000	0
San Antonio Housing Trust	0	5,000	0
Alamo Community College District Foundation	0	37,000	38,000
<b>TOTAL FUNDING</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	45,000	45,000	45,000
CONTRACTUAL SERVICES	4,000	4,000	4,000
COMMODITIES	5,000	5,000	5,000
OTHER EXPENDITURES	306,000	306,000	306,000
<b>TOTAL EXPENDITURES</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>
<b>AUTHORIZED POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FULL-TIME EQUIVALENT</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# COMMUNITY INITIATIVES

## COMMUNITY SERVICES BLOCK GRANT

### PROGRAM INFORMATION:

As the City of San Antonio's designated anti-poverty agency, the Department of Community Initiatives (DCI), Community Action Division receives Community Services Block Grant (CSBG) Funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's Administrative section. CSBG funds five diverse delegate agencies that provide San Antonio's poor, homeless, and low-income individuals and families emergency services and other supports designed to enhance self-sufficiency. CSBG is an annual grant to Community Action Agencies and has an annual period from January 1 to December 31.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of caseworkers <sup>1, 2</sup>	19	19	19
<b>Output:</b>			
No. of Participants Provided Case Management and Other Services	39,844	37,780	34,002
<b>Efficiency:</b>			
Cost per Client Provided Service	\$49.86	\$52.59	\$52.59
<b>Effectiveness:</b>			
% of Bexar County Poverty Population Impacted	13%	13%	11%
% Case Management Clients Transitioning out of Poverty <sup>2, 3</sup>	12%	20%	15%

### EXPLANATORY INFORMATION

<sup>1</sup> Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II.

<sup>2</sup> All measures reflect projected 10% reduction in funding.

<sup>3</sup> The number of families whose income reaches and stays above the poverty guidelines for a period of three months.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
STATE – Texas Department of Housing & Community Affairs	\$1,986,996	\$1,986,996	\$1,788,296
<b>TOTAL FUNDING</b>	<b>\$1,986,996</b>	<b>\$1,986,996</b>	<b>\$1,788,296</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$1,170,350	\$1,170,350	\$1,170,350
CONTRACTUAL SERVICES	268,493	268,493	268,493
COMMODITIES	55,014	55,014	55,014
OTHER EXPENDITURES	201,419	201,419	252,719
CAPITAL OUTLAY	41,720	41,720	41,720
SUBGRANTING	250,000	250,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,986,996</b>	<b>\$1,986,996</b>	<b>\$1,788,296</b>
<b>AUTHORIZED POSITIONS</b>	<b>74</b>	<b>72</b>	<b>72</b>
<b>FULL-TIME EQUIVALENT</b>	<b>74.00</b>	<b>72.00</b>	<b>72.00</b>

**PROGRAM INFORMATION:**

The City operates two grant programs in conjunction with City Public Service (CPS). Project Winter Assistance Relief Mobilization (WARM) is a utility program that is available year-round to low-income CPS ratepayers. The program was established in 1982 by City Council and is funded entirely by donations and interest earned from the Project WARM Trust. The residential Energy Assistance Partnership (REAP) is a non-profit organization incorporated in 2002 whose primary purpose is to provide utility assistance to low-income CPS ratepayers in San Antonio. REAP is financed by donations from CPS and other entities, trust investment income, and funds generated through fundraising activities. The City is annually allocated an amount of utility bill credits that it can issue to eligible utility ratepayers.

**PERFORMANCE MEASURES**

	<b>Actual 2002-2003</b>	<b>Estimated 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>Input:</b>			
Dollar Value of Utility Credits Allocated – WARM	\$190,000	\$188,532	\$189,266
Dollar Value of Utility Credits Allocated - REAP	\$384,000	\$384,000	\$384,000
<b>Output:</b>			
No. of Households Provided Credits by WARM	1,418	1,250	1,334
No. of Households Provided Credits by REAP	2,413	2,500	2,500
<b>Efficiency:</b>			
Total WARM Credits Distributed <sup>1</sup>	\$163,070	\$188,532	\$189,266
Total REAP Credits Distributed	\$358,622	\$384,000	\$384,000
<b>Effectiveness:</b>			
Utility Assistance Provided Per Household for WARM <sup>1</sup>	\$115	\$150	\$132
Utility Assistance Provided per Household for REAP	\$149	\$154	\$154

**EXPLANATORY INFORMATION**

<sup>1</sup> Credits distributed for Adopted 2004-2005 and utility assistance per household decrease due to greater reliance on REAP.

**FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	<b>Actual 2002-2003</b>	<b>Authorized 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>FUNDING SOURCES</b>			
OTHER – In-Kind: Interest from Project WARM Trust	\$190,000	\$188,532	\$189,266
OTHER – In-Kind: CPS Donation to REAP, Inc.	384,000	384,000	384,000
<b>TOTAL FUNDING</b>	<b>\$574,000</b>	<b>\$572,532</b>	<b>\$573,266</b>
<b>EXPENDITURES</b>			
OTHER EXPENDITURES	\$574,000	\$572,532	\$573,266
<b>TOTAL EXPENDITURES</b>	<b>\$574,000</b>	<b>\$572,532</b>	<b>\$573,266</b>
<b>AUTHORIZED POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FULL-TIME EQUIVALENT</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## COMMUNITY INITIATIVES

### EMERGENCY FOOD & SHELTER PROGRAM

#### PROGRAM INFORMATION

The Federal Emergency Management Assistance (FEMA) provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) to United Way of San Antonio. As a recipient of these dollars from United Way, the Community Action Division works in conjunction with local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless. This grant program covers the period from 10/01/04 through 09/30/05.

#### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Access Sites (Community Action Offices)	17	14	14
Funding Available for Direct Services	\$123,226	\$122,502	\$122,478
<b>Output:</b>			
No. of Households Served <sup>1</sup>	296	233	233
No. of Total Household Members Served	710	536	536
<b>Efficiency:</b>			
Cost per Household Served	\$416	\$526	\$526
Avg. Cost per Household Member Served	\$174	\$234	\$229
<b>Effectiveness:</b>			
% of Eviction & Foreclosures Prevented	100%	100%	100%

#### EXPLANATORY INFORMATION

<sup>1</sup> Households assisted with one month's rent, first month's rent, or one mortgage payment.

#### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL – Federal Emergency Management Assistance	\$128,529	\$128,478	\$128,478
<b>TOTAL FUNDING</b>	<b>\$128,529</b>	<b>\$128,478</b>	<b>\$128,478</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$5,303	\$5,976	\$5,976
OTHER EXPENDITURES	123,226	122,502	122,502
<b>TOTAL EXPENDITURES</b>	<b>\$128,529</b>	<b>\$128,478</b>	<b>\$128,478</b>
<b>AUTHORIZED POSITIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>FULL-TIME EQUIVALENT</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

**COMMUNITY INITIATIVES****EMERGENCY SHELTER GRANT****PROGRAM INFORMATION**

The Emergency Shelter Grant (ESG) is a two-year formula allocated grant funded through the U.S. Department of Housing and Urban Development. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, support operating shelters, provide supportive services to the homeless as well as homeless prevention activities. The City of San Antonio has executed delegate agency contracts with four community-based human service providers for shelter and services at the SAMM Center on Commerce, The Battered Women's Shelter, and the Association for the Advancement of Mexican Americans and the San Antonio Food Bank. This grant program covers the period of 10/01/04 to 09/30/05.

**PERFORMANCE MEASURES**

	<b>Actual 2002-2003</b>	<b>Estimated 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>Input:</b>			
No. of Delegate Agencies Contracted	5	4	4
Amount of funds available for Delegate Agencies	\$315,742	\$224,980	\$261,980
<b>Output:</b>			
Provide Total No. of Bed Nights at Shelters <sup>1</sup>	136,958	163,332	163,332
Provide Support Services to No. of Individuals <sup>2</sup>	10,133	6,952	5,590
<b>Efficiency:</b>			
Avg. Cost Per Bed Night of Shelter Provided	\$2.31	\$1.38	\$1.60
<b>Effectiveness:</b>			
% of Target Population Served <sup>3</sup>	43%	28%	23%

**EXPLANATORY INFORMATION**

<sup>1</sup> Dwyer Avenue Center bed nights not reported for 2002-2003.

<sup>2</sup> Only 4,999 unduplicated clients projected for 2002-2003, however, SAMM shelter had an unexpected dramatic increase in use of their facility.

<sup>3</sup> Target populations are the unduplicated clients served by the SAMM Shelter and Battered Women's Shelter, and Dwyer Avenue Center. Total homeless numbers are based on the U.S Conference of Mayor's Report.

**FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	<b>Actual 2002-2003</b>	<b>Authorized 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>FUNDING SOURCES</b>			
FEDERAL—U.S. Department of Housing & Urban Development	\$715,000	\$703,000	\$648,078
OTHER – In-Kind	715,000	703,000	648,078
<b>TOTAL FUNDING</b>	<b>\$1,430,000</b>	<b>\$1,406,000</b>	<b>\$1,296,156</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$193,231	\$193,231	\$186,713
CONTRACTUAL SERVICES	84,755	118,755	84,755
COMMODITIES	8,642	8,642	5,000
OTHER EXPENDITURES	109,630	154,392	109,630
CAPITAL OUTLAY	3,000	3,000	0
SUBGRANTING	315,742	224,980	261,980
IN KIND	715,000	703,000	648,078
<b>TOTAL EXPENDITURES</b>	<b>\$1,430,000</b>	<b>\$1,406,000</b>	<b>\$1,296,156</b>
<b>AUTHORIZED POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>FULL-TIME EQUIVALENT</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**PROGRAM INFORMATION**

The Fair Housing Administration provides funding resources to investigate and mediate Fair Housing and tenant-landlord complaints. The program monitors housing discrimination practices, seeks to attain voluntary compliance to City, State, and Federal Fair Housing laws. Program staff are charged with implementing Fair Housing tenant/landlord education and outreach activities. The Fair Housing Program will continue to partner with the City of San Antonio's Development Services Department and Disability Access Office, to check plans and inspect new construction on multi-family housing for compliance with the Fair Housing Amendments Act of 1988 and Section 504 of the Rehabilitation Act of 1973 accessibility standards. This grant program covers the period of 10/1/04 through 9/30/05.

**PERFORMANCE MEASURES <sup>1</sup>**

	<b>Actual 2002-2003</b>	<b>Authorized 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>Input:</b>			
No. of Staff	6	6	5
Dollars Allocated to Program	\$248,603	\$230,444	\$214,313
<b>Output:</b>			
No. of Compliance Requests Processed	742	780	780
No. of Housing Responses/Inquires Resolved	2,479	2,576	1,934
No. of Household Members Provided Fair Housing Services	5,945	5,525	4,144
No. of Tenant/Landlord Resolutions Achieved	1,632	2,169	1,627
<b>Efficiency:</b>			
Cost per Client Served	\$39.27	\$41.71	\$51.72
Cost per Service Unit Provided <sup>2</sup>	\$4.99	\$5.21	\$6.46
<b>Effectiveness:</b>			
% of Fair Housing Cases Resolved	88%	92%	92%
% of Apartments in Compliance <sup>3</sup>	85%	86%	86%

**EXPLANATORY INFORMATION**

<sup>1</sup> Adopted measures for 2004-2005 reflect a 7% reduction in funding.

<sup>2</sup> Service unit is one individual provided Fair Housing Services.

<sup>3</sup> Based on the number of Fair Housing agreements compared to the number of requests.

**FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	<b>Actual 2002-2003</b>	<b>Authorized 2003-2004</b>	<b>Adopted 2004-2005</b>
<b>FUNDING SOURCES</b>			
FEDERAL – U.S. Department of Housing & Urban Dev.	\$248,603	\$230,444	\$214,313
<b>TOTAL FUNDING</b>	<b>\$248,603</b>	<b>\$230,444</b>	<b>\$214,313</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$223,903	\$224,094	\$199,309
CONTRACTUAL SERVICES	22,950	5,350	14,004
COMMODITIES	1,750	1,000	1,000
<b>TOTAL EXPENDITURES</b>	<b>\$248,603</b>	<b>\$230,444</b>	<b>\$214,313</b>
<b>AUTHORIZED POSITIONS</b>	<b>6</b>	<b>6</b>	<b>5</b>
<b>FULL-TIME EQUIVALENT</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>

# COMMUNITY INITIATIVES

## HOUSING COUNSELING PROGRAM

### PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support comprehensive housing counseling services to the citizens of San Antonio, at no cost to the consumer. These services include pre-and post-occupancy/purchase counseling, HECM (reverse mortgage) counseling, predatory lending education, tenant/landlord mediation, default mortgage counseling and placement. Additionally, the program combines homeless prevention funds with default mortgage counseling to provide assistance for low to moderate-income homeowners experiencing difficulty with their mortgage payments. This grant program covers the period of 10/01/04 through 09/30/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Staff	1	2	2
Funds Allocated for Program	\$27,854	\$76,937	\$76,937
<b>Output:</b>			
Homeowners Provided Financial Assistance	92	102	102
No. of Seniors Provided Reverse Mortgage Counseling	153	150	150
No. of Household Members Provided Counseling <sup>1</sup>	2,451	2,540	2,540
<b>Efficiency:</b>			
Cost per Household Served	\$11.36	\$15.14	\$15.14
No. of Households per Counselor	1,225	2,540	2,540
<b>Effectiveness:</b>			
% of Households Avoiding Foreclosure <sup>2</sup>	70%	86%	86%
No. of Homeowners Avoiding Foreclosure <sup>3</sup>	601	973	973

### EXPLANATORY INFORMATION

<sup>1</sup> Housing Counseling includes renters, homeowners, and potential homeowners.

<sup>2</sup> Homeowners avoiding foreclosure divided by total delinquent homeowners served.

<sup>3</sup> Homeowners avoid foreclosure via financial assistance and other non-financial options.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL—U.S. Department of Housing & Urban Development	\$27,854	\$76,937	\$76,937
<b>TOTAL FUNDING</b>	<b>\$27,854</b>	<b>\$76,937</b>	<b>\$76,937</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$27,854	\$76,937	\$76,937
<b>TOTAL EXPENDITURES</b>	<b>\$27,854</b>	<b>\$76,937</b>	<b>\$76,937</b>
<b>AUTHORIZED POSITIONS</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>FULL-TIME EQUIVALENT</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

# COMMUNITY INITIATIVES

## HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

### PROGRAM INFORMATION

Housing Opportunities for Persons with AIDS (HOPWA) is a three-year entitlement grant administered by the U.S. Department of Housing and Urban Development. HOPWA funds provide housing and supportive services to persons with HIV/AIDS and their family. The Community Action Division works closely with two delegate agencies to enhance the continuum of care and service delivery system for this target population. The entitlement area, also known as the Eligible Metropolitan Statistical Area (EMSA), for this grant includes Bexar, Comal, Guadalupe and Wilson Counties. This grant program covers the period of 10/01/04 to 09/30/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. Delegate Agency Contracts	7	2	4
No. of Units Maintained <sup>1</sup>	246	201	251
Amount of Funds Available to Sub-grant	\$880,760	\$975,820	\$996,190
<b>Output:</b>			
No. Family Members Provided Housing Help <sup>2</sup>	73	79	73
No. HIV / AIDS Clients Provided Housing Help <sup>3</sup>	327	266	290
No. HIV / AIDS Clients Provided Support Services <sup>4</sup>	323	465	2,338
<b>Efficiency:</b>			
Avg. Cost per Unduplicated Client Served	\$1,218	\$1,205	\$369
<b>Effectiveness:</b>			
% Clients Served Who Received Housing Assistance to Prevent Homelessness <sup>5</sup>	55%	43%	13%

### EXPLANATORY INFORMATION

<sup>1</sup> Includes facility-based projects and scattered site units.

<sup>2</sup> Family members who do not have HIV/AIDS who benefit from Tenant Based Rental Assistance (TBRA).

<sup>3</sup> Services include TBRA, emergency shelter, and hospice care.

<sup>4</sup> Services other than housing.

<sup>5</sup> Percentage declines for Adopted 2004-2005 due to City Council allocating more funding for support service activities.

# **COMMUNITY INITIATIVES** **HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS**

## **FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL—U.S. Department of Housing & Urban Development	\$908,000	\$1,006,000	\$1,027,000
<b>TOTAL FUNDING</b>	<b>\$908,000</b>	<b>\$1,006,000</b>	<b>\$1,027,000</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$12,258	\$13,586	\$16,930
CONTRACTUAL SERVICES	13,620	14,492	13,380
COMMODITIES	1,362	2,102	500
SUBGRANTING	880,760	975,820	996,190
<b>TOTAL EXPENDITURES</b>	<b>\$908,000</b>	<b>\$1,006,000</b>	<b>\$1,027,000</b>
<b>AUTHORIZED POSITIONS</b>			
FULL-TIME EQUIVALENT	1 0.75	1 0.75	1 0.75

## COMMUNITY INITIATIVES

### PREDATORY LENDING COUNSELING

#### PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support Predatory Lending counseling services to the citizens of San Antonio and Bexar County, at no cost to the consumer. These services include predatory lending counseling, predatory lending education and prevention, public awareness of predatory lending practices through community presentations, and monitoring compliance with the Fair Housing Act. Additionally, the program will implement a new initiative of education and outreach to high school seniors on predatory lending practices and financial literacy education. This grant program covers the period of 10/01/04 through 09/30/05.

#### PERFORMANCE MEASURES

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>Input:</b>			
Households Served <sup>1, 2</sup>	N/A	2,540	2,540
<b>Output:</b>			
Education and Outreach Units	N/A	2,504	2,504
High School Presentations	N/A	12	12
Financial Literacy Presentations	N/A	24	24
Presentations to the Elderly Community		12	12
<b>Efficiency:</b>			
Cost per Household	N/A	\$15.42	\$15.42
<b>Effectiveness:</b>			
% of Households Reached <sup>1, 3</sup>	N/A	90%	90%

#### EXPLANATORY INFORMATION

- <sup>1</sup> DCI will be applying for \$39,176 in funding for this program in 2004 – 2005. All Performance Measures will remain the same. (This is a first time grant and funding is based on federal allocations)
- <sup>2</sup> Predatory lending counseling includes high school students, renters, potential homeowners, and homeowners and are in addition to those provided services under other DCI counseling programs.
- <sup>3</sup> Represents the percent of total households educated about predatory lending practices.

#### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL—U.S. Department of Housing & Urban Development	\$0	\$39,176	\$39,176
<b>TOTAL FUNDING</b>	\$0	<b>\$39,176</b>	<b>\$39,176</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$0	\$39,176	\$39,176
<b>TOTAL EXPENDITURES</b>	\$0	<b>\$39,176</b>	<b>\$39,176</b>
<b>AUTHORIZED POSITIONS</b>	0	1	1
<b>FULL-TIME EQUIVALENT</b>	0.00	1.00	1.00

# COMMUNITY INITIATIVES

## SAN ANTONIO WATER SYSTEM - UTILITIES ASSISTANCE PROGRAM

### PROGRAM INFORMATION

The City operates four programs in conjunction with The San Antonio Water System (SAWS): **Water Meter Discount Assistance Program** (WMDAP) Inter-jurisdictional Agreement provides a 50% discount on monthly water meter charges to low-income SAWS ratepayers whose total household income is at or below 125% of the Federal Poverty Level. Once certified, eligible ratepayers receive the monthly discounts for the remainder of the calendar year. **Project AGUA** was developed in collaboration with SAWS to assist their ratepayers with utility assistance credits. The Project AGUA trust account is funded by SAWS through private and corporate donations. **Plumbers to People** is a program designed to conserve water by providing assistance to SAWS ratepayers with incomes at or below 125% of the Federal Poverty Level guidelines, and lack funds to repair or replace leaking or wasteful plumbing fixtures and/or water lines in their home. **Laterals to People (LTP)** provides assistance to SAWS ratepayers whose incomes are at or below 125% of the Federal Poverty Level guidelines and lack funds to repair a health hazard or safety problem with their sewer lateral system.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
SAWS Dollars Allocated to COSA for Utility Assistance	\$401,876	\$443,503	\$422,670
<b>Output:</b>			
Total No. of Households Provided Assistance by COSA	35,139	60,631	60,782
<b>Efficiency:</b>			
Avg. Utility Assistance per Household by WMDAP	\$33.72	\$33.72	\$33.72
Avg. Utility Assistance per Household by Project AGUA	\$93	\$93	\$93
Avg. Utility Assistance per Household by PTP	\$571	\$571	\$571
Avg. Utility Assistance per Household by LTP	\$3,099	\$3,099	\$3,099
<b>Effectiveness:</b>			
Total Utility Assistance Provided – All Programs	\$679,784	\$997,562	\$838,673

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
OTHER – Water Meter Discount Assistance Program	\$120,341	\$120,341	\$120,341
– Project AGUA	25,000	65,319	65,319
– Plumbers to People	225,545	239,249	276,935
– Laterals to People	30,990	18,594	15,495
<b>TOTAL FUNDING</b>	<b>\$401,876</b>	<b>\$443,503</b>	<b>\$478,090</b>
<b>EXPENDITURES</b>			
Water Meter Discount Assistance Program	\$120,341	\$120,341	\$120,341
Project AGUA	25,000	65,319	65,319
Plumbers to People	225,545	239,249	276,935
Laterals to People	30,990	18,594	15,495
<b>TOTAL EXPENDITURES</b>	<b>\$401,876</b>	<b>\$443,503</b>	<b>\$478,090</b>
<b>AUTHORIZED POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>FULL-TIME EQUIVALENT</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

# COMMUNITY INITIATIVES

## 2003 SUPPORTIVE HOUSING PROGRAM

### PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded the 2003 Supportive Housing Program to the Department of Community Initiatives, Community Action Division (CAD), in the amount of \$4,989,399 over a three-year period. Thirteen programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 6/1/04 through 5/31/07.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Active Contracts with Agencies <sup>1</sup>	N/A	7	11
<b>Output:</b>			
No. of Unduplicated Clients Provided Housing Support	N/A	176	1,050
No. of Service Units Provided to Clients <sup>1, 2</sup>	N/A	3,200	23,880
No. of Shelter Nights Provided to Clients	N/A	8,805	88,903
<b>Efficiency:</b>			
Cost Per Service Unit Provided	N/A	\$86	\$106
Cost Per Shelter Night Provided	N/A	\$31	\$29
<b>Effectiveness:</b>			
% of Clients Increasing Residential Stability	N/A	57%	62%
% of Clients Increasing Skills or Income	N/A	75%	80%
% of Clients Achieving Greater Self Determination <sup>1, 3</sup>	N/A	78%	91%

### EXPLANATORY INFORMATION

<sup>1</sup> Agencies are funded for one, two, or three years with a multitude of fiscal year start dates. Performance Measures fluctuate greatly from year to year depending on which programs/agencies are funded and operating in any given year. The earliest contracts begin in June 2004 and span two City fiscal years.

<sup>2</sup> A Service Unit is defined as one client receiving support service of any kind.

<sup>3</sup> As self-reported by clients.

## COMMUNITY INITIATIVES

### 2003 SUPPORTIVE HOUSING PROGRAM

#### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL—U.S. Department of Housing & Urban Development	\$0	\$275,349	\$2,541,439
<b>TOTAL FUNDING</b>	<b>\$0</b>	<b>\$275,349</b>	<b>\$2,541,439</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	0	\$13,440	\$40,320
CONTRACTUAL SERVICES	0	342	1,026
COMMODITIES	0	111	333
CAPITAL OUTLAY	0	111	333
SUBGRANTING	0	261,345	2,499,427
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$275,349</b>	<b>2,541,439</b>
<b>AUTHORIZED POSITIONS</b>			
FULL-TIME EQUIVALENT	0.00	6.00	6.00

## COMMUNITY INITIATIVES

### 2002 SUPPORTIVE HOUSING PROGRAM - ECHOES

#### PROGRAM INFORMATION

The Department of Housing and Urban Development awarded the 2002 Supportive Housing Program-Ending Chronic Homelessness and Offering Enduring Stability (ECHOES) to the Department of Community Initiatives, Community Action Division (CAD), in the amount of \$4,533,729 over a three year period. Twelve programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 6/1/03 through 5/31/06.

#### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Active Contracts with Agencies <sup>1</sup>	9	9	10
<b>Output:</b>			
No. of Unduplicated Clients Provided Shelter Services	770	1,982	1,451
No. of Service Units Provided <sup>2</sup>	9,894	20,801	12,726
No. of Shelter Nights Provided	2,991	12,123	41,023
<b>Efficiency:</b>			
Cost Per Service Unit Provided	\$51	\$73	\$139
Cost Per Shelter Night Provided	\$168	\$125	\$43
<b>Effectiveness:</b>			
% of Clients Increasing Residential Stability	60%	41%	56%
% of Clients Increasing Skills or Income	78%	68%	70%
% of Clients Achieving Greater Self Determination <sup>3</sup>	79%	78%	73%

#### EXPLANATORY INFORMATION

<sup>1</sup> Two new contracts will begin in 2004-2005 and one contract will be closed for a net increase of one. Additionally, some of the support services programs that serve large numbers of unduplicated clients will be open for a portion of 203-2004.

<sup>2</sup> A Service Unit is one client receiving a service of any kind under the program.

<sup>3</sup> As self-reported by clients.

**COMMUNITY INITIATIVES****2002 SUPPORTIVE HOUSING PROGRAM - ECHOES****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL—U.S. Department of Housing & Urban Development	\$503,747	\$1,511,241	\$1,770,495
<b>TOTAL FUNDING</b>	<b>\$503,747</b>	<b>\$1,511,241</b>	<b>\$1,770,495</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$9,908	\$179,724	\$179,724
CONTRACTUAL SERVICES	117	468	468
COMMODITIES	7,649	22,947	22,947
CAPITAL OUTLAY	18,744	56,115	56,115
SUBGRANTING	467,329	\$1,251,987	1,511,241
<b>TOTAL EXPENDITURES</b>	<b>\$503,747</b>	<b>\$1,511,241</b>	<b>\$1,770,495</b>
<b>AUTHORIZED POSITIONS</b>			
FULL-TIME EQUIVALENT	1 1.00	1 1.00	1 1.00

# COMMUNITY INITIATIVES

## 2001 SUPPORTIVE HOUSING PROGRAM – DWYER AVENUE CENTER

### PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program for the Dwyer Ave. Center transitional housing program to the Department of Community Initiative's Community Action Division for \$731,161 over a three year period. The Supportive Housing Program is designed to promote, as part of a local Continuum of Care strategy, the development of supportive housing and supportive services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. This grant provides funding for the operations of the family portion of the center and services include: case management, direct client assistance, and employment training. This grant program covers the period of 6/1/02 through 5/31/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Staff	7	7	7
<b>Output:</b>			
No. of Unduplicated Clients Provided Shelter Services <sup>1</sup>	139	174	73
No. of Service Units Provided <sup>1,2</sup>	6,048	4,738	3,336
No. of Shelter Nights Provided <sup>1</sup>	17,032	17,056	9,777
<b>Efficiency:</b>			
Cost Per Service Unit Provided <sup>1</sup>	\$40.30	\$51.44	\$48.70
Cost Per Shelter Night Provided <sup>1</sup>	\$14.32	\$14.29	\$16.62
<b>Effectiveness:</b>			
% of Clients Increasing Residential Stability <sup>1</sup>	100%	100%	94%
% of Clients Increasing Income/Education <sup>1</sup>	30%	29%	50%
% of Clients Achieving Greater Self Sufficiency <sup>1,3</sup>	43%	14%	25%

### EXPLANATORY INFORMATION

<sup>1</sup> For eight months of City fiscal year.

<sup>2</sup> A Service Unit is one client receiving service of any kind under the program.

<sup>3</sup> As self-reported by clients.

**COMMUNITY INITIATIVES**  
**2001 SUPPORTIVE HOUSING PROGRAM –DWYER AVENUE CENTER**

**FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL–U.S. Department of Housing & Urban Development	\$243,721	\$243,721	\$162,479
<b>TOTAL FUNDING</b>	<b>\$243,721</b>	<b>\$243,721</b>	<b>\$162,479</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$171,534	\$171,534	\$114,837
CONTRACTUAL SERVICES	40,187	40,187	26,523
COMMODITIES	5,500	5,500	3,630
OTHER EXPENDITURES	5,333	5,333	3,519
CAPITAL OUTLAY	21,167	21,167	13,970
<b>TOTAL EXPENDITURES</b>	<b>\$243,721</b>	<b>\$243,721</b>	<b>\$162,479</b>
<b>AUTHORIZED POSITIONS</b>			
FULL-TIME EQUIVALENT	7	7	7
	7.00	7.00	7.00

# COMMUNITY INITIATIVES

## 2001 SUPPORTIVE HOUSING PROGRAM - CHOICE

### PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded DCI the 2001 Supportive Housing Program-Community Housing Opportunities for Independence, Choice, and Empowerment (CHOICE) in the amount of \$4,915,498 over a 3-year period. The program funds 13 programs, operated by 11 local agencies to promote development of housing and support services to assist homeless persons in the transition from homelessness and enable them to live as independently as possible. This grant covers the period of 6/1/02 through 5/31/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Active Contracts with Agencies	10	12	6
<b>Output:</b>			
No. of Unduplicated Clients Provided Shelter Services <sup>1</sup>	832	456	115
No. of Service Units Provided <sup>2</sup>	17,383	17,749	18,965
No. of Shelter Nights	41,113	51,658	44,445
<b>Efficiency:</b>			
Cost Per Service Unit Provided	\$80	\$79	\$54
Cost Per Shelter Night Provided	\$34	\$27	\$23
<b>Effectiveness:</b>			
% of Clients Increasing Residential Stability	72%	67%	56%
% of Clients Increasing Skills or Income	75%	82%	62%
% of Clients Achieving Greater Self Determination <sup>3</sup>	84%	92%	83%

### EXPLANATORY INFORMATION

<sup>1</sup> Reduced client count due to one program operating 12 months in FY2003 but only a small portion of FY2004.

<sup>2</sup> A Service Unit is one person receiving service of any kind under the program.

<sup>3</sup> As self-Reported by clients.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL-U.S. Department of Housing & Urban Development	\$1,393,945	\$1,393,945	\$1,030,973
<b>TOTAL FUNDING</b>	<b>\$1,393,945</b>	<b>\$1,393,945</b>	<b>\$1,030,973</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$43,772	\$43,772	\$43,772
CONTRACTUAL SERVICES	367	367	367
COMMODITIES	133	133	133
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	0	0
SUBGRANTING	1,349,673	1,349,673	986,701
<b>TOTAL EXPENDITURES</b>	<b>\$1,393,945</b>	<b>\$1,393,945</b>	<b>\$1,030,973</b>
<b>AUTHORIZED POSITIONS</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>FULL-TIME EQUIVALENT</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# COMMUNITY INITIATIVES

## COMMUNITY TECHNOLOGY CENTERS & ACADEMIC ENRICHMENT PROGRAM

### PROGRAM INFORMATION

This program is supported by a continuation grant to provide computer literacy instruction at Albert Benavides, Columbia Heights, Margarita Huantes, and Willie Velasquez Community Technology Centers (CTC). The grant also provides first-year funding for an after school Academic Enrichment Program (AEP) provided to Sidney Lanier High School students.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Computer Technology Centers <sup>1</sup>	4	4	4
<b>Output:</b>			
No. of Classes Conducted	51	252	252
No. of AEP Students Taught	N/A	240	240
No. of Unduplicated CTC Students Taught	667	800	900
<b>Efficiency:</b>			
Avg. Cost per CTC Student <sup>2</sup>	\$161	\$233	\$233
Avg. Cost per AEP Student <sup>2</sup>	N/A	\$1,042	\$1,042
<b>Effectiveness:</b>			
% of CTC Students Who Self-Reported improvement in job/school	N/A	50%	50%
% of CTC Students Who Increased Computer Literacy	N/A	90%	90%
% of AEP Students Who Improved in Math or Language Arts	N/A	60%	60%

### EXPLANATORY INFORMATION

<sup>1</sup> Albert Benavides, Colombia Heights, Margarita Huantes, Willie Velasquez Learning & Resource Centers.

<sup>2</sup> The average cost per student includes management cost, but does not include in-kind or indirect cost.

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
OTHER – United Way	\$132,382	\$279,813	\$267,813
<b>TOTAL FUNDING</b>	<b>\$132,382</b>	<b>\$279,813</b>	<b>\$267,813</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$120,982	\$220,204	\$208,204
CONTRACTUAL SERVICES	11,400	2,400	2,400
SUBGRANTING	0	57,209	57,209
<b>TOTAL EXPENDITURES</b>	<b>\$132,382</b>	<b>\$279,813</b>	<b>\$267,813</b>
<b>AUTHORIZED POSITIONS</b>	<b>4</b>	<b>6</b>	<b>6</b>
<b>FULL-TIME EQUIVALENT</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>

# COMMUNITY INITIATIVES

## ENGLISH LITERACY/CIVICS EDUCATION PROGRAM

### PROGRAM INFORMATION

The English Literacy/Civics Education Program is supported by a continuation grant for the provision of English Literacy/Civics Education Classes held at Willie Velasquez and Margarita Huantes Learning and Leadership Development Centers. The Program emphasizes contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, U.S. history and government to help students acquire the skills and knowledge to become active and informed parents, workers and community members. The Program period is from 7/1/04 to 6/30/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Staff	2	2	2
Dollars Allocated for Program	\$101,500	\$101,500	\$101,500
<b>Output:</b>			
Avg. No. of Students Taught Daily	40	80	80
Total Instructional Hours Provided	2,617	5,000	6,000
No. of English Literacy/Civics Students Taught	156	180	200
<b>Efficiency:</b>			
Cost per Student Served	\$650	\$563	\$563
<b>Effectiveness:</b>			
% of Students Registering Oral Gains	58%	65%	75%
% of Students Registering Literacy Gains	35%	38%	65%

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
STATE – Texas Education Agency	\$101,500	\$101,500	\$101,500
<b>TOTAL FUNDING</b>	<b>\$101,500</b>	<b>\$101,500</b>	<b>\$101,500</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$55,130	\$55,130	\$55,130
CONTRACTUAL SERVICES	26,184	27,217	27,217
COMMODITIES	13,161	12,161	12,161
OTHER EXPENDITURES	5,175	5,175	5,175
CAPITAL OUTLAY	1,850	1,817	1,817
<b>TOTAL EXPENDITURES</b>	<b>\$101,500</b>	<b>\$101,500</b>	<b>\$101,500</b>
<b>AUTHORIZED POSITIONS</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>FULL-TIME EQUIVALENT</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

# COMMUNITY INITIATIVES

## JUVENILE ACCOUNTABILITY BLOCK GRANT

### PROGRAM INFORMATION

The Juvenile Accountability Block Grant is a formula block grant from the Office of Juvenile Justice and Delinquency Prevention through the Governor's Office. JABG funds two programs. The Striving Together to Achieve Rewarding Tomorrows (START) Program is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). START is operational in two schools in the South San Antonio Independent School District and two schools in the Edgewood Independent School District. The Neighborhood Conferencing Committee (NCC) Program is a modified community justice program that utilizes neighborhood volunteers to contract with juvenile offenders and their families for appropriate consequences. This grant program covers the period of 8/1/04 through 7/31/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Staff	12	10	9
No. of Neighborhood Conferencing Committee Volunteers	50	50	50
<b>Output:</b>			
No. of START Clients Enrolled Through DCI	82	88	75
No. of Initial NCC Parent/Youth Conferences Conducted	240	240	200
No. of START Home Contacts Performed	740	793	720
No. of Unduplicated NCC Clients Served <sup>1</sup>	365	356	280
<b>Efficiency:</b>			
Avg. No. of Monthly START Home Contacts per Caseworker	15	16	15
Avg. No. of Monthly NCC Conferences per Program Counselor	8	8	8
<b>Effectiveness:</b>			
% of START Participants Who Improve Grade Point Average	50%	49%	50%
% of NCC Participants Who Successfully Complete Program	90%	85%	85%
% of NCC Parents Satisfied with Program <sup>2</sup>	94%	95%	95%
% of NCC Committee Members Satisfied with Program <sup>2</sup>	98.5%	98.5%	98.5%

### EXPLANATORY INFORMATION

<sup>1</sup> Decrease in JABG funding for 2004-2005 will result in the decrease in staff and participants served.

<sup>2</sup> Annual Satisfaction Survey administered by Youth Services Division to parents and volunteers.

# COMMUNITY INITIATIVES

## JUVENILE ACCOUNTABILITY BLOCK GRANT

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
STATE – Texas Criminal Justice Division	\$450,134	\$413,493	\$345,848
CITY – In-Kind	59,293	45,944	38,428
<b>TOTAL FUNDING</b>	<b>\$509,427</b>	<b>\$459,437</b>	<b>\$384,276</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$470,258	\$411,698	\$346,684
CONTRACTUAL SERVICES	35,989	41,814	0
COMMODITIES	2,000	2,293	30,592
OTHER EXPENDITURES	0	0	7,000
CAPITAL OUTLAY	1,180	3,632	0
<b>TOTAL EXPENDITURES</b>	<b>\$509,427</b>	<b>\$459,437</b>	<b>\$384,276</b>
<b>AUTHORIZED POSITIONS</b>	<b>12</b>	<b>10</b>	<b>9</b>
<b>FULL-TIME EQUIVALENT</b>	<b>12.00</b>	<b>10.00</b>	<b>8.00</b>

# COMMUNITY INITIATIVES

## SAN ANTONIO EDUCATION PARTNERSHIP

### PROGRAM INFORMATION

The San Antonio Education Partnership encourages academic excellence of 95% attendance and a B grade average, high school graduation and college attendance. Students in grades 9-12 from 15 designated high schools receive Stay-In-School and Pre-College Preparation support activities to meet the scholarship eligibility requirements and enroll in college. At-risk students are the focus of the program services through incentives of four-year scholarships to local colleges and universities. The Education Partnership is a non-profit organization consisting of partners from businesses, city government, community organizations, colleges and universities, and public high schools. The City's General Fund contribution leverages the grant contributions from the seven School Districts that help to support the program services operational costs. Other resources include contributions from the business sector, foundations, individuals and fund raising efforts. This grant program will include the period October 1, 2004 through September 30, 2005.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Staff Supported by School Districts' Contributions	3	3	3
Dollars Allocated to Program by School Districts	\$186,180	\$186,180	\$186,180
<b>Output:</b>			
No. of Counseling Hours Provided per Week	600	600	600
<b>Efficiency:</b>			
Avg. Cost per Student Participating in grades 9-12	\$8.74	\$8.70	\$8.65
Avg. Cost per Graduate Eligible for Scholarship	\$73.18	\$72.55	\$72.30
<b>Effectiveness:</b>			
% of Graduates Eligible for SAEP Scholarship	54%	55%	56%
No. of Graduates Eligible for SAEP Scholarships	2,544	2,476	2,548
% of Graduates Entering College Eligible for SAEP Scholarship	69%	69%	70%
No. SAEP Graduates Entering College	1,755	1,765	1,802
No. SAEP College Graduates Since Inception (Cumulative)	1,447	1,697	1,959

### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
OTHER – Independent School Districts	\$186,180	\$186,180	\$186,180
<b>TOTAL FUNDING</b>	<b>\$186,180</b>	<b>\$186,180</b>	<b>\$186,180</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$121,806	\$126,400	\$126,400
CONTRACTUAL SERVICES	40,874	31,477	31,477
COMMODITIES	16,000	15,333	15,333
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	7,500	12,970	12,970
<b>TOTAL EXPENDITURES</b>	<b>\$186,180</b>	<b>\$186,180</b>	<b>\$186,180</b>
<b>AUTHORIZED POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>FULL-TIME EQUIVALENT</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# COMMUNITY INITIATIVES

## YOUTH OPPORTUNITY PROGRAM

### PROGRAM INFORMATION

The Youth Opportunity Program is a Department of Labor grant funded program designed to provide youth between the ages of 14-21 years old residing in the Empowerment Zone (EZ) services to increase their education and employability. Eligible youth are provided essential services and support services that allow them to re-enroll in school, participate in literacy programs and prepare for higher education, long-term occupational skills training or job readiness training opportunities. The San Antonio collaborative is comprised of five partners including the Alamo Workforce Development, Inc., Alamo Community College District, San Antonio Independent School District, Edgewood Independent School District and the City of San Antonio. The grant period is 7/1/ 04 through 6/30/05.

### PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
<b>Input:</b>			
No. of Staff	101	72	51
Dollars Allocated for Program	\$6,241,965	\$4,731,565	\$2,555,330
<b>Output:</b> <sup>1</sup>			
No. of At Risk Youth Provided Services (Cumulative)	2,264	2,446	2,550
No. of Youth Provided Job Readiness Training/Transitional Jobs	376	1,000	1,250
No. of Youth Engaged in higher Education or Long Term Job Training	922	1,015	1,064
No. of Youth Active in building Independence Program/YO Financial Literacy	0	451	600
<b>Efficiency:</b>			
Avg. Cost per Youth Served	\$2,946	\$2,091	\$1,064
<b>Effectiveness:</b>			
No. of Youth Completing GED, High School, Assoc. Degree, and/or BA Degree	49	204	285
% Of Youth Placed/Retained in Employment, LT Ed or LT Occupational Skills Training <sup>2</sup>	32%	93.4%	95%
No. of Youth Maintaining Employment at or above \$8.75 per hr.	114	125	150
No. of Youth Maintaining Employment below \$8.75 per hr.	1,039	1,142	1,199

### EXPLANATORY INFORMATION

<sup>1</sup> Based on unduplicated program-to-date achievements.

<sup>2</sup> Service goal for Department of Labor placement and retention is 80%.

## COMMUNITY INITIATIVES

### YOUTH OPPORTUNITY PROGRAM

#### FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
<b>FUNDING SOURCES</b>			
FEDERAL – U. S. Department of Labor	\$6,241,965	\$4,731,656	\$2,555,330
<b>TOTAL FUNDING</b>	<b>\$6,241,965</b>	<b>\$4,731,656</b>	<b>\$2,555,330</b>
<b>EXPENDITURES</b>			
PERSONAL SERVICES	\$2,836,543	\$2,742,227	\$1,326,578
CONTRACTUAL SERVICES	1,204,319	733,748	247,495
COMMODITIES	396,437	72,584	37,434
OTHER EXPENDITURES	1,631,059	1,140,382	943,823
CAPITAL OUTLAY	68,794	0	0
SUBGRANTING	104,813	42,715	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,241,965</b>	<b>\$4,731,656</b>	<b>\$2,555,330</b>
<b>AUTHORIZED POSITIONS</b>	<b>101</b>	<b>72</b>	<b>51</b>
<b>FULL-TIME EQUIVALENT</b>	<b>101.00</b>	<b>72.00</b>	<b>51.00</b>